



ASPIRE | COMMIT | SUCCEED

Finance Manual

Date of Policy: Summer 2018

Next Review Date: Summer 2019

At Alperton Community School we will continuously strive to ensure that everyone in our school is treated with respect and dignity. Each person in our school will be given fair and equal opportunities to develop their full potential with positive regard to gender, ethnicity, cultural and religious background, sexuality or disability.

Finance Manual

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2. Summary

2.1. Introduction and statement of intent

The purpose of these financial procedures is to ensure that the School adopts systems of financial control that conform to the requirements both of propriety and good financial management. It is essential that these systems operate properly to meet the requirements of the Funding Agreement and company and charity law.

2.2. Scope and applicability

This policy applies to all governors and staff, including agency staff.

Staff with regular involvement with financial systems and procedures should be familiar with the contents.

2.3. Financial responsibilities

The scheme of delegation (outlined in Appendix 1: Scheme of Financial Delegation and Appendix 2: Delegation Matrix) is designed to guide governors and staff in the exercise of their duties.

- The system of internal financial control is based on a framework of regular management information and administrative procedures including the segregation of duties and a system of delegation and accountability. In particular, it includes comprehensive budgeting and monitoring systems with an annual budget and periodic financial reports which are reviewed and agreed by the Governors;
- regular reviews by the Finance & Premises Committee of reports which indicate financial performance against the forecasts and of major purchase plans, capital works and expenditure programmes;
- setting targets to measure financial and other performance;
- clearly defined purchasing (asset purchase or capital investment) guidelines;
- delegation of authority and segregation of duties;
- identification of management risk.

2.4. Appendices

Appendix 1: Scheme of Financial Delegation

Appendix 2: Delegation Matrix

Appendix 3: Procurement procedures

Appendix 4: Credit Card procedures

Appendix 5: Financial Management and Probity statements and processes

Appendix 6: Payroll Procedures...

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Appendix 8: Gifts & Donations Register

3 Appendix I: Scheme of Financial Delegation

3.1. Governing Body

The Governing Body is responsible for the financial performance of the School, although it may delegate responsibilities to the Finance & Premises Committee and / or individual staff to ensure that matters can be dealt with in appropriate detail and with sufficient frequency. The establishment of a committee, or delegation of powers, does not absolve the Governing Body of its overall responsibility to manage the finances of the School.

The Governing Body is responsible for:

- I.** Approving the scheme of delegation and finance manual, and reviewing them annually, to ensure that it satisfies the Governing Body's ultimate responsibility for ensuring that there are adequate operational controls in place for all financial processes within the School
- II.** Appointing the Internal Auditor with appropriate Terms of Reference
- III.** Receiving any audit inspection report and associated action plan
- IV.** Approving the financial end of year accounts
- V.** Approving the initial budget each financial year
- VI.** Receiving information from the Finance & Premises Committee as appropriate
- VII.** Determining appropriate virements (as set out in the Delegation Matrix)
- VIII.** Approving and reviewing appropriate contracts (as set out in the Delegation Matrix)
- IX.** Writing off debts or liabilities, or authorising ex-gratia payments, in line with limits set in the Scheme of Delegation. All such write offs should be in accordance with the Finance Handbook and be formally reported and minuted at the Governing Body Meeting.
- X.** Authorising land disposals subject to the Secretary of State's approval

3.2. Finance & Premises Committee

The Finance & Premises Committee exercise the powers and duties of the Governing Body in respect of the financial management / administration of the School, except for those items specifically reserved for the Governing Body or delegated to staff.

The Finance & Premises Committee is responsible for:

- a.** Approving banking arrangements
- b.** Ensuring effective budgetary control, including through receiving reports on the financial position at each meeting and authorising (or recommending to the Governing Body as appropriate) necessary actions
- c.** Receiving any audit inspection report and ensuring the production of a resulting action plan
- d.** Receiving reports from the Internal Auditor and ensuring any necessary recommendations are implemented

- e. Ensuring production of the financial accounts in accordance with company, charity and DfE requirements
- f. Preparing the initial budget each financial year
- g. Determining appropriate virements (as set out in the Delegation Matrix)
- h. Approving and reviewing appropriate contracts (as set out in the Delegation Matrix)
- i. Approving the Lettings Policy, developing as required and proposing any subsequent changes to the Governing Body
- j. Ensuring appropriate insurance arrangements are in place to meet the requirements of the DfE
- k. Authorise and manage the approach to investing any surplus funds
- l. Authorise all disposals (besides land)
- m. Approving the Credit Card holders and their card limits
- n. Writing off debts or liabilities, or authorising ex-gratia payments up to £5,000. All such write offs should be in accordance with the Finance Handbook and be formally reported and minuted at the Finance & Premises Committee meeting.

3.3. Internal Auditor

The Internal Auditor (IA) is appointed by the Governing Body to provide them with an independent oversight of the School's financial affairs. The main duties of the IA are to provide the governing body with independent assurance that:

- a. the financial responsibilities of the governing body are being properly discharged;
- b. resources are being managed in an efficient, economical and effective manner;
- c. sound systems of internal financial control are being maintained;
- d. financial considerations are fully taken into account in reaching decisions.

The Internal Auditor will undertake a regular programme of reviews (at least in accordance with DfE requirements) to ensure that financial transactions have been properly processed and that controls are operating as laid down by the governing body. A report of the findings from each visit will be presented to the Finance & Premises Committee.

3.4. Accounting Officer

The Head teacher is the Accounting Officer and responsible for:

- a. Signing contracts on behalf of the Governing Body
- b. Determining appropriate virements (as set out in the Delegation Matrix)
- c. Approving appropriate contracts (as set out in the Delegation Matrix)
- d. Acting as a cheque signatory / payment authoriser (as set out in the Delegation Matrix)
- e. Approving orders
- f. Approving new staff appointments (besides any that require Governor involvement)

3.5. Chief Financial Officer

The Finance Director is the Chief Financial Officer for the school. S/He works in close collaboration with the Head teacher through whom s/he is responsible to the governors. The Finance Director also has direct access to the governors via the Finance & Premises Committee.

The main financial responsibilities of the Finance Director are:

- a. the management of financial issues including the establishment and operation of a suitable accounting system;
- b. the management of the School financial position at a strategic and operational level within the framework for financial control determined by the governing body;
- c. the establishment of effective systems of internal control;
- d. ensuring that the annual accounts are properly presented and adequately supported by the underlying books and manual and computer records of the School;
- e. the preparation of monthly management accounts ;
- f. authorising contracts and orders within the limits set down in the current Scheme of Delegation in conjunction with budget holders;
- g. authorising payment as appropriate;
- h. ensuring forms and returns are sent to the DfE / ESFA in line with the timetable in the DfE guidance.
- i. Submission of returns to HMRC in regards to VAT and payroll.

In greater detail, the Finance Director (FD) is responsible for:

3.5.1. Managing finance team

3.5.2. Accounts

- The management of financial processes within the school, ensuring that adequate operational controls are in place and that the principles of internal control are maintained.

3.5.3. Audit

- Ensuring that all records and documents are available for audit by the chosen auditor and arranging the required accommodation of the auditors.

3.5.4. Banking Arrangements

- Maintaining banking mandate arrangements.

3.5.5. Budgets/Budgetary Control

- Regular monitoring of expenditure and income against the approved budget and submitting reports on School's financial position to every meeting of the Finance & Premises Committee. Any actual or potential overspending shall be reported to the Finance & Premises Committee.
- Ensuring that all required reports and closing of accounts information is sent to the DfE within the required timescales.
- Preparing an annual draft budget plan for consideration by the Finance & Premises Committee before the start of the relevant financial year.

3.5.6. Contracts

- Exercising the following powers and duties on behalf of the Governing Body:
- Ensuring that all contracts and agreements conform with the Procurement Regulations;
- Acceptance of quotations;
- Receipt and custody of all tenders;
- Authorisation of senior members of staff to open tenders;
- Signing contracts on behalf of the Governing Body;
- Signing certificates where contracts require that interim and final payment are made on such certificates;
- Ensuring that the requirements of the Construction Industry Scheme are adhered to where applicable

3.5.7. Income

- Ensuring the arrangements for collection of income are in accordance with the Financial Regulations;
- Reporting debts to the Finance & Premises Committee

3.5.8. Information and communication systems

- All necessary consultations in respect of the introduction of any new information and communication system, or the development of an existing system.
- The standards of control for such systems in operation within the school to include the use of properly licensed software, and for the security and privacy of data in accordance with the Data Protection Act.

3.5.9. Insurances

- Researching and recommending insurance arrangements to the Finance & Premises Committee that meet the requirements of the School and the DfE.

3.5.10. Lettings

- Varying lettings charges if/when it is considered necessary. The Finance & Premises Committee shall be informed of any variation to the agreed scale of charges.

3.5.11. Orders for goods, works and services

- Ensuring that arrangements for the ordering of goods, works and services are in accordance with the Finance Manual.
- Authorising members of staff to order or receive goods and certify invoices for payment, ensuring the appropriate division of these duties between staff approving orders. The financial limits for the approval of orders can be found at Annex B.

3.5.12. Payments (including those by credit card)

- Ensuring the arrangements for processing payments is in accordance with the Finance Manual.

3.5.13. Salaries, Wages and Pensions

- Ensuring the arrangements for processing salaries, wages and pensions are in accordance with the Financial Regulations.
- Authorising members of staff to certify pay documents and time records, maintaining a record including specimen signatures of such authorised staff.

3.5.14. VAT

- Ensuring VAT returns are completed in accordance with HMRC requirements on a quarterly basis.

3.5.15. Security of Assets

- Ensuring the arrangements for security of assets is in accordance with the Finance Manual.
- Ensuring that proper security is maintained at all times for all buildings, furniture, equipment, vehicles, stocks, stores, cash, information and records etc. under his/her control.
- Where appropriate, arranging for the security marking of such items.
- Authorising the write off of any deficiencies of individual stock and inventory items with original purchase values up to £500. Where the original purchase value is not available, the current market value should be used. All such write offs should be in accordance with the Finance Handbook and be formally reported and minuted at the following Finance & Premises Committee meeting.
- Authorisation, in accordance with the instructions in the Finance Handbook, of the disposal of individual items of equipment and materials that have become surplus to requirements, unusable or obsolete with a realisable value of less than £500. All such authorisations should be in accordance with the Finance Handbook and be formally reported and minuted at the following Finance & Premises Committee meeting.
- Ensuring that keys to safes and other similar receptacles are held under the close personal security of responsible staff at all times.
- Where equipment is loaned and the use is for other than school business, the Finance Director shall ensure the approval of the Finance & Premises Committee.

3.6. The Finance Manager

The Finance Manager's Responsibilities include

- Ensuring that full, accurate and up to date records are maintained in order to provide financial and statistical information and that the figures have been reconciled with the School's bank accounts.
- Maintaining proper records of bank accounts.
- Maintaining a formal register of authorisers including specimen signatures
- Carry out month end procedures including reconciliation of control accounts.
- Maintaining a register of formal contracts entered into, amounts paid and certificates of completion;
- Retention of quotes obtained for goods, works and services
- Ensuring that all income is accurately accounted for and is promptly collected and banked intact;

- Reconciling Parentpay account
- Controlling the level of student dinner money debts
- Reviewing aged debtors and chasing any overdue payments.
- Producing monthly reconciled bank statements
- Carrying out monthly petty cash reconciliations
- Ensuring the payroll provider is notified of all new discontinued or changed staff contracts and circumstances that impact on payroll.
- Checking monthly payroll report
- Collecting any monies advanced to a member of staff who is to leave School's employment
- Ensuring that all correct invoices are duly certified by authorised staff before payments are made.
- Checking credit card statements to ensure all items are authorised
- Ensuring that invoices, vouchers and other records are retained and stored in a secure way and are readily available for inspection by authorised persons.
- Completing the VAT return on a quarterly basis, ensuring HMRC receive all information needed to reimburse the school.
- Ensuring an inventory is maintained in accordance with the instructions in the Finance Handbook, of all items of furniture, equipment, vehicles and plant. The inventory record, whether manual or computerised, shall be a permanent and continuous record.
- Maintaining a Loans Book in accordance with the instructions in the Finance Handbook, for all school property removed from the premises.
- Arranging for annual independent checks and certification of stock and inventory records, in accordance with the instructions in the Finance Handbook.

3.7. The Finance Team

The finance team have responsibilities including the following:

- 1.1.* Receiving requisitions for goods and services from budget holders;
- 1.2.* Gaining appropriate approval for requisitions;
- 1.3.* Placing orders with suppliers;
- 1.4.* Confirming the receipt of goods and services;
- 1.5.* Arranging payment for goods and services;
- 1.6.* Resolving queries and discrepancies regarding orders, deliveries and invoices;
- 1.7.* Preparing information for the payroll provider to ensure all payments are accurate
- 1.8.* Updating staff pension records
- 1.9.* Invoicing for lettings
- 1.10.* Ensuring all monies due to the school are received and chasing any non-payments.
- 1.11.* Maintaining stocks;
- 1.8** Maintaining asset registers;

3.7.1. Income

- Maintaining a record of all income held in School and ensuring that all income is accurately accounted for and promptly collected and banked intact.
- Ensuring that no cheques are cashed out of money held on behalf of the School and that a suitable receipt is given when cash is handed over from one person to another.
- Ensuring that maximum limits of cash held do not exceed the School's insurance cover.
- Ensuring that all receipt forms, books, tickets and other such items shall be ordered and issued in a suitable form.

3.7.2. Lettings

- Ensuring that lettings are in accordance with the Lettings Policy
- Invoicing of those using the school premises
- Refunding any deposits held by the school
- Ensuring all monies due is paid.
-

3.7.3. Orders for goods, works and services

- All orders must be processed using the Sage 200 Finance system and following the purchasing guidelines with the appropriate authorisations in place (see Appendix2)

3.7.4. Payments

- Make payments following appropriate authorisation (Note: The payment certifying officer shall NOT be the person who ordered or received the goods).
- Ensuring that invoices, vouchers and other records are retained and stored in a secure way.
- Reconciliation of receipts/invoices to credit card statements

3.7.5. Salaries and Wages

- Notifying the payroll provider of all new, discontinued or changed staff contracts and circumstances that impact on payroll with appropriate authorisations.
- The following members of staff are authorised to certify pay documents / time sheets (excluding documents relating to themselves):
 - Head teacher / Head of HR – new appointments or Pay Increments
 - Members of the Leadership Team; - Time sheets only
- Collecting any monies advanced to a member of staff who is to leave the School's employment and maintain a record of all cash holdings in the School.

3.7.6. Petty Cash

- Maintaining a petty cash balance at the School that does not exceed £1,000.

3.8. Budget Holders

Budget holders are responsible for monitoring their own budgets with information provided on a regular basis by the finance team. Additionally they are responsible for:

- a. Requisitioning goods and services that enhance the educational experience of students.
- b. Seeking out best value.
- c. Completing and authorising requisitions as per the school procurement procedures
- d. Confirming the receipt of goods and services or any discrepancies to the finance team in a timely manner.
- e. Ensuring the invoices sent for payment authorisations are returned to finance office promptly.
- f. Authorising orders. The financial limits for the approval of orders can be found in the Delegation matrix Appendix 2

Budget holders must ensure that all goods and services are procured using a purchase order and must not use their own resources to obtain items for the School.

3.9. All Staff

All staff members, when submitting claims from the school must ensure:

- Any reimbursement claims for expenses incurred on behalf of the school (with prior approval of SLT member) should be claimed within 3 months with relevant receipts. Failure to provide receipts could lead to the claim not being approved for reimbursement.
 - Overtime claims must be authorised by SLT member and the original timesheet sent to the Finance Department for inclusion in the payroll
- a. All staff have responsibility for the security of School property;
 - b. avoiding loss or damage;
 - c. ensuring economy and efficiency in the use of resources;
 - d. checking any goods received notes and invoices/payments before signing to make sure they are an accurate record of goods received or purchased.
 - e. conforming to the requirements of the School's Finance Manual and all the School's financial procedures.

4 Appendix 2: Delegation Matrix

Role	Cheque Signing / BACS Approval *	Payroll	Petty Cash	Credit Cards	Purchase Orders, Procurement and Contract Authorisation Limits for a Single order	Virements	Investments**
Governing Body		Approving Head teacher changes in pay/conditions			Approve budget allocations for projects over £200,000		Approve all investments
Finance & Premises Committee	Approval of Bank Mandate Changes			Approve card holders and their card limits	Approve budget allocations for projects/orders over £20,000 up to £200,000	Over £20,000	Approve surplus funds into short term Treasury Bonds
Internal Auditor	Audit as appropriate	Audit as appropriate	Audit as appropriate	Audit as appropriate	Audit compliance with procurement regulations		
Headteacher (Accounting Officer)	YES	Authorise new appointments, pay increments, Variation of contracts, leave requests paid/unpaid			<ul style="list-style-type: none"> • Signs contracts on behalf of GB • Authorise orders for projects approved by Governors • over £20,000 • Approve orders up to £20,000 	Up to £20,000	
Deputy Head teacher(s)	YES				<ul style="list-style-type: none"> • In lieu of Head teacher in cases as required 		
Finance Director (Chief	NO	Authorise payments by payroll	Authorise claims over £50	Ensure all credit card	<ul style="list-style-type: none"> • In lieu of Head teacher in cases as required • Signs contracts on behalf of GB • Approve works orders up to £10,000 	Action approved virement	Action surplus funds

Role	Cheque Signing / BACS Approval*	Payroll	Petty Cash	Credit Cards	Purchase Orders, Procurement and Contract Authorisation Limits for a Single order	Virements	Investments**
Finance Officer)		provider		balances are paid within the month	<ul style="list-style-type: none"> • Authorise orders for projects approved by Governors/Headteacher • Authorise orders for projects approved by Head teacher Up to £20,000 • Leads procurement of contracts with a value of over £10,000 (£20,000 works) (in association with budget holder) • Ensure compliance with procurement regulations. 	s	transfer into Treasury bonds as required
SLT	NO	Authorise timesheets	Authorise Claims up to £50		<ul style="list-style-type: none"> • Approve orders up to £2000 		
Budget Holders (BH)	NO		Authorise Claims up to £10		<ul style="list-style-type: none"> • Approve orders Up to £500 • Ensure appropriate procurement process is followed in line with the size of order – seek advice from Finance Manager 		
Finance Manager		Check payroll report monthly to ensure accuracy of payments	Monthly reconciliation	Check statements and sign			

* - All cheques must be signed by at least two cheque signatories. BACS authorisation will follow the same model. These provisions apply to all accounts, public or private, operated by or on behalf of the Governing Body.

** - investments do not include cash being held in the current account or any associated 'sweeping' facility.

5 Appendix 3: Financial Management and Probity

5.1. Register of Interests

Governors and Senior Staff, who might have an interest with regard to tenders or provision of services/equipment, should declare that interest. A register will be kept of any such interests.

All reasonable steps will be taken to ensure that any employee, who might have an interest with regard to tenders or provision of services/equipment, should declare that interest. A register will be kept of any such interests.

If an interest is declared then that Governor/employee must be removed from any decision making regarding that interest.

5.2. Accounting system

All the financial transactions of the School must be recorded on the Sage 200 accounting system. Entry to the system is password restricted and the Finance Director is responsible for implementing a system which ensures that passwords are changed at least every 6 months.

Access to the component parts of the system can also be restricted and the Finance Director is responsible for setting access levels for all members of staff using the system.

5.3. Back-up Procedures

The Finance Director is responsible for ensuring that there are effective back up procedures for the system. At least one copy should be stored off-site.

The Finance Director should also prepare a disaster recovery plan in the event of loss of accounting facilities or financial data. This should link in with the annual assessment made by governors of the major risks to which the School is exposed and the systems that have been put in place to mitigate those risks.

5.4. Annual cycle of financial planning

The School prepares both medium term and short-term financial plans. The medium term financial plan is prepared as part of the School Improvement planning process.

5.5. School Development Plan/SIP

The SIP is concerned with the future aims and objectives of the School and how they are to be achieved; that includes matching the School's objectives and targets to the resources expected to be available. Plans should be kept relatively simple and flexible. They are the "big picture" within which more detailed plans may be integrated.

The form and content of the SIP are matters for the School to decide but due regard should be given to the matters included within the guidance to school and any annual guidance issued by the DfE.

5.6. Annual Budget

The Finance Director is responsible for preparing and obtaining approval for the annual budget.

The budget must be approved by the Full Governing Body.

The approved budget must be submitted to the DfE by 31st July each year and the Finance Director is responsible for establishing a timetable which allows sufficient time for the approval process and ensures that the submission date is met.

The annual budget will reflect the best estimate of the resources available to the School for the forthcoming year and will detail how those resources are to be utilised. There should be a clear link between the development plan objectives and the budgeted utilisation of resources. The budgetary planning process will incorporate the following elements:

- forecasts of the likely number of pupils to estimate the amount of DfE grant receivable;
- review of other income sources available to the School to assess likely level of receipts;
- review of past performance against budgets to promote an understanding of the School cost base;
- identification of potential efficiency savings and
- review of the main expenditure headings in light of the SIP objectives and the expected variations in cost e.g. pay increases, inflation and other anticipated changes.

5.7. Payroll

The main elements of the payroll system are:

- Payroll administration
- Payments. (See Appendix 6)

5.7.1. Payroll Administration

The School payroll is administered by Dataplan Payroll Limited. All staff are paid monthly. A master Excel spreadsheet is maintained by the Finance Officer, which records all payroll information for each employee, such as:

- salary scale point;
- bank account details;
- taxation status;
- personal details and
- any deductions or allowances payable. Hours worked per week and number of weeks worked per annum.

The Spreadsheet can only be accessed and amended by the Finance Officer and Finance Director.

Payroll Instructions are uploaded each month in accordance with the payroll timetable to the Dataplan secure website (epaysafe) by the Finance Officer after the instructions have been approved and signed off by the Finance Director.

Each Payrun will have a correction window so the draft payroll data prepared by Dataplan is checked for accuracy. The Finance Officer does these checks against the source documentation each month and analyses the variance report to ensure accuracy.

5.7.2. Payments

After the payroll has been processed but before payments are dispatched, a copy of the approved file of the staff payslips and other payroll reports are downloaded from the epaysafe website. The Finance Director checks that the overall payroll totals are in line with expected wage bill for that month and then authorises the release of payments.

All salary payments are made by BACS. On receipt of BACS transfer notification email, Finance Director must cross check the epaysafe payment totals against the BACS file.

The payroll providers calculate the deductions due from payroll to comply with current legislation. The major deductions are for tax, National Insurance contributions and pensions. The amounts payable are summarised on the payroll reports and are processed for payment by BACS by Dataplan by the due date.

After the payroll has been processed the nominal ledger will be updated by posting a journal by the Finance Officer. Postings will be made both to the payroll control account and to individual cost centres. The Finance Officer should reconcile the payroll control account each month to ensure the correct amount has been posted, individual cost centres have been correctly updated and to identify any amounts posted to the suspense account. These journals are checked and authorised to the payroll file by the Finance Manager.

On an annual basis the Finance Director must check for each member of staff that the gross pay per the payroll system agrees to the contract of employment held on the personnel file

5.8. Income

The main sources of income for the School are the grants from the DfE, ESFA and other Government sources. The receipt of these sums is monitored directly by the Finance Director who is responsible for ensuring that all grants due to the School are collected.

The School also obtains income from:

- students, mainly for trips and music tuition
- the public, mainly for facilities lettings.

5.8.1. Trips

A trip co-ordinator must be appointed for each trip to take responsibility for the collection of sums due. The trip co-ordinator must ensure that a record for each student intending to go on the trip showing the amount due is prepared. ParentPay should be used for collection of trip monies where possible.

For income collected not through ParentPay a receipt must be issued for all monies collected and the value of the receipt and the number of the receipt recorded against the student making the payment. A trips income collection receipt book can be collected from the finance office.

The trip co-ordinator should maintain an up to date record for each student showing the amount paid and the amount outstanding. This record should be sent to the finance team along with money collected on a regular basis or as soon as it reaches over £100 for insurance purposes. Money collected should never be used

directly and should always be deposited with the finance office who will credit the amount into the respective cost centre. The trip co-coordinator is to ensure that outstanding amounts are followed up with the students.

5.8.2. Lettings

The Finance Officer in conjunction with the Finance & Facilities Manager is responsible for maintaining records of bookings of facilities and for identifying the sums due from each organisation. Payments must be made in advance for the use of facilities.

Details of organisations using the facilities should be sent by the Site Team to the Finance Officer, who will set-up a sales ledger account. The Finance Officer will produce a sales invoice from the Sage 200 accounting system. No debts should be written off without the express approval of the governing body (the DfE's prior approval is also required if debts to be written off are above the value set out in the annual funding letter).

Organisations using the schools facilities should be instructed to send all payments to the Finance Office.

5.8.3. Cash / Cheque Receipts

Official, pre-numbered School receipts should be issued for all cash and cheques received where no other formal documentation exists. All cash and cheques must be kept in the Finance Office safe prior to banking. Banking should take place every alternate or more frequently if the sums collected exceed the £2,500 insurance limit on the Finance Office safe. Any more money received can be kept safe in the walk-in safe next to the Stanley Avenue Head teacher's office up to the insurance cash limit of £2,000.

Monies collected must be banked in their entirety in the appropriate bank account. The Finance Officer is responsible for reconciliations between the sums collected, the sums deposited at the bank and the sums posted to the accounting system. The reconciliations must be prepared promptly after each banking and must be reviewed and certified by the Finance Director.

5.9. Cash Management

5.9.1. Bank Accounts

The opening of all accounts must be authorised by the governing body who must set out, in a formal memorandum, the arrangements covering the operation of accounts, including any transfers between accounts and cheque signing arrangements. The operation of systems such as Bankers Automatic Clearing System (BACS) and other means of electronic transfer of funds must also be subject to the same level of control.

Deposits - Particulars of any deposit must be entered on a copy paying-in slip, counterfoil or listed in a supporting book. The details should include:

- the amount of the deposit and
- a reference, such as the number of the receipt or the name of the debtor.

Payments and withdrawals - All cheques and other instruments authorising withdrawal from School bank accounts must bear the signatures of the authorised signatories

This provision applies to all accounts, public or private, operated by or on behalf of the Governing body. Authorised signatories must not sign a cheque relating to goods or services for which they have also authorised the expenditure.

Administration: The Finance Director must ensure bank statements are received regularly and that reconciliations are performed at least on a monthly basis. Reconciliation procedures must ensure that:

- all bank accounts are reconciled to the School's cash book;
- reconciliations are done by the Finance Manager;
- reconciliations are subject to an independent monthly review carried out by the Finance Director or in his absence the Internal Auditor (IA) and
- adjustments arising are dealt with promptly.

5.9.2. Petty Cash

The School maintains an imprest system with a maximum cash balance of £1,000. The cash is administered by the Finance Assistant and is kept in the Finance office safe.

Deposits: The only deposits to petty cash should be from cheques cashed specifically for the purpose. The receipt should be recorded in the petty cash system with the date, amount and a reference, normally the cheque number, relating to the payment. All other cash receipts for whatever reason should be paid directly into the bank.

Payments and Withdrawals: In the interests of security, petty cash payments will be limited to £100. Higher value payments should be made by cheque directly from the main bank account as a cash book payment.

Petty Cash Advances: As and when needed, staff will be allowed to request a petty cash advance for purchase of goods that cannot be done through normal ordering procedures. The normal limits on advances would be £100 unless exceptionally agreed for by the Head teacher/Director of Finance. E.g. for petrol for minibus on trips.

1. Administration: The Finance Assistant is responsible for entering all transactions into the petty cash records on a regular basis and regular as well as unannounced cash counts should be undertaken by the Finance Manager to ensure that the cash balance reconciles to supporting documentation.
2. Physical Security: Petty cash should be held in a locking cash box which is put in the safe overnight.
3. Petty cash reconciliations are carried out on a monthly basis by the Finance Manager

5.9.3. Cash Flow Forecasts

The Finance Director is responsible for preparing cash flow forecasts to ensure that the School has sufficient funds available to pay for day to day operations. If significant balances can be foreseen, steps should be taken to invest the extra funds.

5.9.4. Investments

Investments must be made only in accordance with written procedures approved by the governing body. When considering individual investments or an overall policy the Governing Body will be mindful of its need to balance risk and return, to protect the assets of the School while seeking to gain returns that benefit its charitable objectives. All investments must be recorded in sufficient detail to identify the investment and to enable the current market value to be calculated. The information required will normally be the date of purchase, the cost and a description of the investment. Additional procedures may be required to ensure any income receivable from the investment is received.

5.10. Fixed assets

Asset register: All items purchased with a value over the School's capitalisation limit of £2,000 or items of a desirable nature e.g. cameras must be entered in an asset register. The asset register should include the following information:

- asset description
- asset number
- serial number
- date of purchase
- asset cost
- expected useful economic life
- depreciation
- current book value
- location
- name of member of staff responsible for the asset

The Asset Register helps:

- ensure that staff take responsibility for the safe custody of assets;
- enable independent checks on the safe custody of assets, as a deterrent against theft or misuse;
- to manage the effective utilisation of assets and to plan for their replacement;
- help the external auditors to draw conclusions on the annual accounts and the School's financial system and
- support insurance claims in the event of fire, theft, vandalism or other disasters.

Depreciation is provided on all tangible fixed assets other than freehold land, at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life, as follows:

- Land and buildings The remaining lives of building components
- Plant and machinery 5 - 25 years
- Computer equipment 4 years
- Fixtures, fittings & equipment 5 years
- Motor vehicles 10 years

5.10.1. Security of assets

Stores and equipment must be secured by means of physical and other security devices. Only authorised staff may access the stores.

All the items in the register should be permanently and visibly marked as the School's property and there should be a regular (at least annual) count by someone other than the person maintaining the register. Discrepancies between the physical count and the amount recorded in the register should be investigated promptly and, where significant, reported to the governing body. Inventories of School property should be kept up to date and reviewed regularly. Where items are used by the School but do not belong to it this should be noted.

5.10.2. Disposals

Items which are to be disposed of by sale or destruction must be authorised for disposal by the Finance Director and, where significant, should be sold following competitive tender. The School must seek the approval of the DfE in writing if it proposes to dispose of an asset for which capital grant in excess of £20,000 was paid.

Disposal of equipment to staff is not encouraged, as it may be more difficult to evidence the School obtained value for money in any sale or scrapping of equipment. In addition, there are complications with the disposal of computer equipment, as the School would need to ensure licences for software programmes have been legally transferred to a new owner.

All IT equipment must have any hard drives wiped before disposal.

The School is expected to reinvest the proceeds from all asset sales for which capital grant was paid in other School assets. If the sale proceeds are not reinvested then the School must repay to the DfE a proportion of the sale proceeds.

All disposals of land must be agreed in advance with the Secretary of State.

5.10.3. Loan of Assets

Items of School property must not be removed from School premises without the authority of the Finance Director. The only exception is, if it is being moved over to the opposite site in which case the approval is required from the relevant TLL (for subject resources), Network Manager (for ICT resources) and Contracts & Facilities Manager (general premises resources).

For any loans, a record of the loan must be recorded in a loan book and booked back in School when it is returned. If assets are on loan for extended periods or to a single member of staff on a regular basis the situation may give rise to a 'benefit-in-kind' for taxation purposes. Loans should therefore be kept under review and any potential benefits discussed with the School's auditors.

5.10.4. Gifts to Employees

Gifts to employees should not be brought from school funds unless they are

- To show schools support/sympathy for a member of staff suffering a bereavement or serious illness
- Leaving gift for member of staff.
- Reward for staff carrying out extra-curricular duties beyond their contracted role.

All such gifts are at the discretion of the Head Teacher/ Director of Finance and Resources.

6 Appendix 4: Procurement procedures

6.1. Introduction to Procurement Regulations

The School intends to achieve the best value for money from all its purchases. This means obtaining what is required in the correct quality, quantity and time at the best price possible. A large proportion of purchases will be paid for with public funds and it is vital to maintain the integrity of these funds by following the general principles of:

Probity. It must be demonstrable that there is no corruption or private gain involved in the contractual relationships of the School;

Accountability. The School is publicly accountable for its expenditure and the conduct of its affairs;

Fairness. All those dealing with the School must be treated on a fair and equitable basis.

6.2. Best Practice

Policies and procedures for procurement are documented in this Appendix and must be adhered to so as to ensure that the process is being carried out on a fair, open and best value basis. The Appendix describes:

The roles and responsibilities of those involved in procurement;
delegated authority levels; in particular setting out the procedures to be followed for purchases above specified values, to ensure sufficient levels of oversight by the Governing Body;

- arrangements to ensure segregation of duties;
- how purchases are recorded (papers records and computer records).

In all cases it is important to ensure that the procedures that are set out are followed, both for routine day to day procurement, and for periodic high value items.

Where appropriate, individuals with relevant experience including the end-users (e.g. ICT managers and teachers) should be involved when putting together invitations to tender, or making key decisions. This will not only aid selection of the best solutions for the School, but will also help achieve buy-in by the end-users.

Procurement decisions must be clearly recorded to ensure that each decision has been reached fairly and to provide a clear audit trail:

- minutes must be taken of all relevant meetings;
- the options available should be recorded;
- the basis for scoring/ranking should be set out;
- the individuals responsible for scoring/ranking should be identified;
- the outcome of the scoring and the final decision should be recorded;
- the reasons on which the decision was reached should be clearly documented.

All key documents should be retained together by the School. These include:

- invitations to tender;

- tenders received from bidders;
- quotes obtained for smaller purchases;
- papers/minutes documenting the procurement decision;
- signed copies of the contracts awarded;
- invoices.

Where procurement is carried out with the assistance of an external project management company (for example the initial procurement of ICT, furniture and equipment prior to moving into a new building) key documents should be transferred to, and retained by, the School prior to cessation of the contract with the project management company.

An asset register for the School of all capital items should be established in an appropriate format and should be updated on a continual basis as assets are purchased.

Updating of the register as assets are procured ensures that it is always current and eases the task of end of year asset verification. It will also simplify the setting of insurance levels and the handling of any claims.

A similar register should also be maintained of “attractive items” (i.e. items with a cost below the School’s capitalisation threshold) such as minor office equipment.

Fitness for purpose must be a key consideration in any procurement decision (e.g. ICT should be of the correct specification; fixtures and fittings should be of adequate durability).

Opportunities should be taken for bulk purchase discounts, for example by combining similar orders.

When ordering goods an assessment of likely delivery timeframes should be made, to ensure appropriate staff are available on site to receive them (particularly during school holidays), and that adequate space is available to locate or store the delivery.

6.3. Routine Purchasing - Orders less than £500 (or £1000 for works)

Budget holders are informed of the allocation made to their faculty. Budget monitoring is carried out centrally by the Finance Department and a budget holder will be informed when the budget they have been allocated is close to being spent and when it is completely spent. If an area goes overspent the budget holder will be expected to explain the reasons for this to their Line Manager and/or Finance Director.

Routine purchases up to £500 can be ordered by budget holders. In the first instance a supplier should be chosen from the list of approved suppliers maintained by the Finance office. A quote or price must always be obtained before any order is placed. If the budget holder considers that better value for money can be obtained by ordering from a supplier not on the approved supplier list the reasons for this decision must be discussed and agreed with the Finance Manager.

All requisitions must be made, using the school purchase requisition form to the finance office to produce an official order form. Order forms can be sent electronically as long as they are from the budget holders school email address, if

emailed paper copies with signatures will not be required. Orders must follow the purchasing system guidance.

Requisitions are entered onto the finance system, approved on the system, automatically allocated a reference number and dispatched to the supplier either electronically or manually.

The finance team must make appropriate arrangements for the delivery of goods to the School. On receipt the budget holder must ensure a detailed check of the goods received against the goods received note (GRN) and make a record of any discrepancies between the goods delivered and the GRN. Discrepancies should be informed to the finance team, so they can notify the supplier.

If any goods are rejected or returned to the supplier because they are not as ordered or are of sub-standard quality, the Finance Office should be notified. .

Budget holders must also inform the Finance team when a service has been received and whether it was satisfactorily delivered.

All invoices should be sent to the Finance office. Invoice receipt will be recorded by a member of finance staff by entering it into the finance system. The member of finance staff will ensure that the following can be evidenced:

- | | |
|---------------------------------------|----------------------------|
| 1. invoice arithmetically correct; | 10. Text 'INVOICE'; |
| 2. invoice posted to purchase ledger; | 11. VAT Number; |
| 3. goods/ services are received; | 12. TaxPoint/Invoice Date; |
| 4. goods/services as ordered; | 13. Invoice No.; |
| 5. prices correct; | |
| 6. invoice authorised for payment; | |
| 7. payment authorised; | |
| 8. VAT treated correctly and | |
| 9. payment made. | |

If a budget holder is pursuing a query with a supplier the Finance Assistant must be informed of the query and periodically kept up to date with progress.

A member of finance staff will then input details of payments to be made to the purchase ledger and generate the cheques or BACS payments required. The cheques (or BACS permissions) and associated paperwork must be authorised by two of the nominated cheque signatories.

Cheques and BACS payments will be dispatched to suppliers by a member of finance staff

6.4. Orders over £500 but less than £2000 (or £4000 for works)

For contracts for works, supplies or services (including consultancy) with an estimated cost not exceeding £2000 (or £4,000 for Works), the budget holder will work with the Finance Manager to obtain a single written quotation (or more than one where practicable), or place an order with a contractor under a Framework Agreement or Consortia, where such arrangements exist. Orders over £500 need the approval of SLT this can be by email if accompanied by the purchase order form and if the email comes from the SLT member's school email address.

The aim is to identify the best source for the provision of the goods or services. Written details of quotations obtained should be retained by with the purchase order, GRN and invoice for audit purposes. Telephone quotes are acceptable if these are evidenced and emailed confirmation of quotes has been received before a purchase decision is made.

6.5. Orders over £2,000 (£4,000 works) but under £50,000 (£100,000 Works)

In 2,000 (£4,000 Works) and not exceeding £50,000 (£100,000 Works), the budget holder will work with the Finance Manager to obtain at least three written quotations, or place an order with a contractor under a Framework Agreement or Consortia, where such arrangements exist.

If three quotations cannot be obtained due to lack of suitable suppliers prepared to quote, the Finance Director must keep a record of the reasons for this with the tender file. All such orders must be approved by the Finance Director.

6.6. Contracts valued over £50,000 (£100,000 works)

Contracts (including consultancy) with an estimated value exceeding £50,000 (£100,000 for Works) must be let by formal competitive tender. Where the estimated value of the contract is in excess of the relevant EU threshold, EU procurement procedures must be followed. Appropriate advice should be sought, via the Finance Director.

6.7. Tendering

There are three forms of tender procedure: open, restricted and negotiated and the circumstances in which each procedure should be used are described below.

6.7.1. Open Tender

This is where all potential suppliers are invited to tender. The budget holder must discuss and agree with the Finance Director how best to advertise for suppliers (e.g. general press or trade journals); or to identify all potential suppliers and contact directly if practical. This is the preferred method of tendering, as it is most conducive to competition and the propriety of public funds.

6.7.2. Restricted Tender

This is where suppliers are specifically invited to tender. Restricted tenders are appropriate where:

- there is a need to maintain a balance between the contract value and administrative costs;
- a large number of suppliers would come forward or because the nature of the goods are such that only specific suppliers can be expected to supply the School's requirements;
- the costs of publicity and advertising are likely to outweigh the potential benefits of open tendering.

6.7.3. Negotiated Tender

The terms of the contract may be negotiated with one or more chosen suppliers. This is appropriate in specific circumstances:

- the above methods have resulted in either no tenders or unacceptable tenders;
- only one or very few suppliers are available;
- extreme urgency exists;
- additional deliveries by the existing supplier are justified.

6.7.4. Preparation of Tender

Full consideration should be given to:

- objective of project;
- overall requirements;
- technical skills required;
- after sales service requirements;
- form of contract.

It may be useful after all requirements have been established to rank requirements (e.g. mandatory, desirable and additional) and award marks to suppliers on fulfilment of these requirements to help reach an overall decision.

6.7.5. Invitation to Tender

If a restricted tender is to be used then an invitation to tender must be issued. If an open tender is used an invitation to tender may be issued in response to an initial enquiry. An invitation to tender should include the following:

- introduction/background to the project;
- scope and objectives of the project;
- technical requirements;
- implementation of the project;
- terms and conditions of tender and
- form of response.

6.7.6. Considerations when drafting tender documents / processes

- Financial like should be compared with like and if a lower price means a reduced service or lower quality this must be borne in mind when reaching a decision.
- Care should be taken to ensure that the tender price is the total price and that there are no hidden or extra costs.
- Is there scope for negotiation?
- Technical/Suitability Qualifications of the contractor
- Relevant experience of the contractor
- Descriptions of technical and service facilities
- Certificates of quality/conformity with standards
- Quality control procedures
- Details of previous sales and references from past customers.

6.7.7. Other Considerations

- Pre sales demonstrations
- After sales service
- Financial status of supplier. Suppliers in financial difficulty may have problems completing contracts and in the provision of after sales service. It may be appropriate to have an accountant or similarly qualified person examine audited accounts etc.

6.7.8. Tender Acceptance Procedures

The invitation to tender should state the date and time by which the completed tender document should be received by the School. Tenders should be submitted in plain envelopes clearly marked to indicate they contain tender documents. The envelopes should be time and date stamped on receipt and stored in a secure place prior to tender opening. Tenders received after the submission deadline should not normally be accepted.

6.7.9. Tender Opening Procedures

All tenders submitted should be opened at the same time and the tender details should be recorded. Two persons should be present for the opening of tenders, who should not be part of the evaluation process.

A separate record should be established to record the names of the firms submitting tenders and the amount tendered. This record must be signed by both people present at the tender opening.

6.7.10. Tendering evaluation

The evaluation process should involve at least two people. Those involved should disclose all interests, business and otherwise, that might impact upon their objectivity. If there is a potential conflict of interest then that person must withdraw from the tendering process.

Those involved in making a decision must take care not to accept gifts or hospitality from potential suppliers that could compromise or be seen to compromise their independence.

Full records should be kept of all criteria used for evaluation and the evaluation summary for each tender.

For contracts above the thresholds specified in the Delegation Matrix, reports should be prepared for the Head teacher / Finance & Premises Committee / Governing Body highlighting the relevant issues and recommending a decision.

Where required by the conditions attached to a specific grant from the DfE, the Department's approval must be obtained before the acceptance of a tender.

The accepted tender should be the one that scores most highly against the evaluation criteria that were outlined in the tender documentation.

All parties should then be informed of the decision. Feedback should always be offered to unsuccessful tenderers.

6.8. EU Procurement Rules

The European Union (EU) has introduced rules to open up public purchasing by making member states remove restrictive practices. Government departments and other public bodies are subject to these rules. They are relatively complex but in general terms include a requirement to follow a prescribed tendering procedure, to operate to a minimum timescale and **a requirement to advertise contracts in the Official Journal of the European Union (OJEU)** if they exceed certain financial thresholds. Where the School is likely to enter into such contracts it is essential to seek more detailed guidance and legal advice from the DfE and others.

Purchases over the thresholds set out below may fall under EU procurement rules.

Thresholds from 01/01/2018 and net of VAT	Goods & Services	Works
Public sector contracting authorities including school	£181,302 (€221,000)	£4,551,413 (€ 5,548,000)

7 Appendix 5: Credit Card Procedures

A school credit card is required to enable the school to purchase goods where the company being used provides the best value but an invoice cannot be raised, a credit account cannot be set up, or if an urgent payment is essential to ensuring that the schools requirements are met.

As school are not allowed to enter into credit arrangements without approval of the DfE all credit card bills must be cleared each month by direct debit.

7.1. Credit Card holders

The individual who the card is issued to, will be the 'Card Holder'. Card holders are able to use the card to purchase goods/services on the school's behalf and are responsible for storing the card securely.

Each card will be personal to the individual and can only be used by the named card holder. The security PIN issued to each card holder must under no circumstances be given to anybody else.

Each card holder must sign an agreement and be countersigned by Director of Finance, which states they understand the terms and conditions of use. A copy of each card agreement/indemnity will be kept on file in school for information.

If a card is lost or stolen the card holder must inform the bank immediately and the Director of Finance.

Any member of staff who is found to be mis-using their card in any way will have the card removed and disciplinary action will be taken.

Any card holder who terminates their employment with the school or is no longer eligible to be a card holder and/or is requested to return the card must surrender the card to the Director of Finance/ Head teacher. The card must be cancelled immediately.

7.2. Purchase Order Form

The person/faculty wishing items to be purchased using a credit card must complete the standard purchase order form and get this authorised appropriately (as per normal procedures). The person authorising the purchase order and requesting for a card payment must ensure that the purchase is within budget, bona-fide, represents value for money and that the goods or service are not available from suppliers with whom the school already has a contract or is willing to open a credit account for the school. Purchase order authorisations limits apply as normal. The only exception to this will be where a recurring payment had to be set-up initially using the above procedure and agreeing a recurring payment. Any recurring payment must be reviewed and signed off annually. E.g.: Oyster card accounts for staff travel expenses for training.

7.3. Transactions

Before using the card the card holder must;

Ensure they have a copy of the purchase order form appropriately authorised

- Ensure it is a valid request and goods cannot be purchased from suppliers with whom the school already has a contract or is willing to open a credit account and invoice the school.

Check that the value of the purchase will not, when added to existing balance on the card account, exceed the credit limit. A record of the transaction will be made on the monthly transaction record. An invoice or on-line receipt **MUST** be obtained for all purchases on the card. This should be a VAT receipt when appropriate. A copy of the card payment receipt is not sufficient as this does not state the nature of the purchases made card must not be used for

- Cash
- Payments to individuals including supply
- Financial services
- Personal or private goods or services.

All goods purchased on the card must be delivered to the school address.

7.4. Transaction Record

All purchases made on the card must be recorded on the transaction record. Details of when goods/services were received must also be recorded and receipts/invoices should be attached.

Each month the transaction record should be signed by the card holder. It along with the purchase order forms and receipts/invoices should be provided to card authorisers for approval.

7.5. Credit Card Authorisers (Finance Manager)

The card authorisers must counter sign the transaction log after checking that all items purchased are reasonable and in line with the procedure set out in this document.

7.6. Finance Department

All transactions made using the credit card will be recorded by the Finance Officer in the school finance management system as soon as possible. Vat must be properly accounted for where a VAT invoice or receipt is held by the school

Each month the Finance Officer will reconcile the transaction records to the statements produced to support the direct debit to be deducted from the bank account. The statements will then be checked and signed by Finance Manager to evidence that this reconciliation has taken place.

The records will be filed along with the statements

7.7. Credit Card Limits

The school currently has four credit cards. The card holders, their transaction limit and card limit are

Card Holder	Card Limit
Head Teacher	£5000
Director of Finance and Resources	£5000
Facilities Manager	£1500
Finance Officer	£2000

8 Appendix 6: Payroll Procedures

8.1. Additions, Deletions and Amendments

The Finance Officer must receive a completed payroll amendment form authorised by the Director of Human Resources before he can make any amendments to the payroll.

Any amendments will be noted on the monthly return to the payroll provider and checked and signed by the Director of Finance and Resources.

8.2. Payments and Mileage Claims

Teaching staff are paid on the last day of the month and support staff are paid on the 15th of each month. Payments are made in line with the Schools' Pay Policy. All staff mileage claims will be paid, at the school agreed rate, through the payroll to ensure that any necessary tax and NI deductions are made. Timesheets should be received by the Finance Department by the 2nd of the month for support staff and 15th of the month for teachers to ensure payment in that month.

8.3. Deductions

The following deductions are made

- PAYE
- NI contributions
- Student Loan Deductions
- Pension contributions, unless an opt out form signed by the staff member has been received.
- Salary Sacrifice as agreed by the employee
- Union Subscriptions, when an agreement has been received from the employee
- Any other legally required deductions e.g. attachment of earnings.
- Unpaid leave

8.4. Timesheets

Payment for overtime or extra hours worked will only be paid if an authorised timesheet is submitted. The original blue timesheet (not a photocopy) must be submitted to the Finance Department which clearly states the hours worked, dates of working, reason for extra payment and is signed by the employee. The timesheet should then be authorised by the line manager and then the relevant member of SLT. Any agency staff timesheets must be authorised by the Cover Manager.

All timesheets must be submitted within two months of the extra hours/days worked. Any timesheets submitted later than this may not be processed for payment.

8.5. Payments to Individuals

All payments to individuals carrying out a service for the school e.g. sports instructors who are not employees of the school will be assessed as per the HMRC

employment status indicator. Payments will be made on the basis of this check which may result in PAYE being deducted.

8.6. Sickness and Attendance Awards

At the end of each term and the end of the school academic year a draw will be made from staff who have had the highest attendance and the lowest sickness levels in that term or year. There will be eight recipients in any one academic year. This payment is subject to PAYE, NI and is pensionable.

8.7. Eye Test and Glasses

If a display screen equipment (DSE) user or a potential user requests an eye test the school will pay for that user to undertake an eye test at a qualified optician. The cost of the eye test will be refunded on the production of a receipt from the optician.

If the test shows that glasses are needed specifically for DSE work the school will pay a contribution of £50 towards the cost of the glasses. A receipt must be submitted and the optician must clearly state the glasses are needed for working with DSEs before any payment can be made. If the test show a more general need for glasses the school is not liable for any cost of the glasses. Any such payments are not subject to PAYE or NI contributions.

DSE User: an employee who habitually uses DSE as a significant part of their normal work. If someone uses DSE continuously for periods of an hour or more on most days worked, they are likely to be classified as a user

9 Appendix 7: Salary Sacrifice

The school operates a salary sacrifice scheme in accordance with HMRC regulations.

A salary “sacrifice” is achieved by the employee agreeing to varying the terms and conditions of employment relating to pay. Where an employee agrees to a salary sacrifice in return for a non-cash benefit, they give up their contractual right to future cash remuneration. The school salary sacrifice schemes are conditional upon staff receiving enough salary to cover the sacrifice being made.

The School operates a salary sacrifice scheme for Child Care Vouchers, Cycle to Work Scheme and Earn and Learn scheme.

9.1. Child Care Vouchers

The school administers the child care voucher scheme through Busy Bees and is offered in accordance with the HMRC guidelines at the time of application.

Eligible employees can sacrifice up to £55 per week,. How much you can take depends on the amount you earn and when you join the scheme.

The school will deduct the sacrifice from the employee’s salary before NI and Tax. The sacrifice will then be paid over to the child care voucher provider for the employee. It is the employees’ responsibility to ensure the child care vouchers are provided to the person carrying out their child care

If an employee goes on maternity/paternity leave and wishes to continue to receive the vouchers then the voucher value will be deducted from the non SMP/SPP element of their pay spread over the duration of the annual leave period.

9.2. Cycle to Work scheme

The school operates its cycle to work scheme in accordance with all HMRC guidelines at the time of application.

The school has an agreement with both Halfords and Evans Cycle to administer the cycle to work scheme, employees can choose to get their cycle from either.

Cycle to work is for a maximum of £1000 which is repaid by salary sacrifice over a 12 month period and the cycle remains the property of the school for this time. At the end of this period the employee can either purchase the cycle from the school on the basis of the HMRC fair trade matrix or enter into an extended hire period with the cycle supplier. If an extended hire agreement is entered into the bike is no longer the property of the school and becomes the property of the supplier.

Whilst the bike is school property the employee must take all reasonable actions to protect it from theft and damage and the school are not liable to replace the bike under any circumstances.

At the end of an employee’s contract all remaining payments due under a salary sacrifice scheme will be deducted from the last months pay and the bike must be returned to the school or the Free market value to purchase the bike (in line with the HMRC matrix) will also be deducted.

10 Appendix 8: See Gifts and Donations policy

11 Appendix 9: Governors Expenses Policy

11.1. Introduction

Governors may wish to claim for out of pocket expenses incurred solely while fulfilling their duties as a Governor at Alperton Community School.

Governing Bodies can pay their members expenses in addition to travel and subsistence, if they so wish and the expenses are necessary for the performance of a member's duties as Governor. Attendance allowance and loss of earning cannot be paid. The cost of paying these allowances will be a charge on the school budget and a suitable budget will be set aside.

11.2. Allowable Expenses

The following expenses can be (but do not have to be) claimed for:

- Travel, which should be by public transport unless it can be shown to be cheaper to travel by other means e.g. if two Governors are travelling in a car this may be cheaper than both claiming train travel etc.
- Subsistence.
- Specific Needs.
- Other Needs.

11.3. Budget

The budget will be monitored by the Finance Committee and all expenses will come out of the School's budget

11.4. Travel Expenses

Any claims for journeys over ten miles (from the Governor's home), payments will only be made for specific duties which have prior approval of the Chair of Governors.

Only the driver/provider can claim if Governors share transport.

Governors may claim:

- Car Mileage allowance at the HMRC approved rate.
- The actual cost of public transport, for example train (second class rail fare), bus ticket and tolls for bridges and ferries.
- Cost of car parking.
- Taxi fares (subject to prior approval of the Chair of Governors), where possible these being booked through the School's taxi provider. In exceptional circumstances or emergencies if prior approval is not practical a taxi can be booked but this must be reported to the Chair of Governors or Vice Chair detailing why prior approval could not be sought.

11.5. Subsistence Allowances

Governors may claim subsistence for attendance on approved duties.

To qualify, an approved duty must exceed four hours and the Governor must incur out of pocket expenses.

No expenses may be claimed where refreshments are free.

11.6. Specific Needs

Governors may claim an allowance for costs relating to specific need incurred on approved duties subject to prior approval. These may include taxi fares, support for the cost of a signer, audio equipment, Braille transcription.

11.7. Other Needs

Governors may claim an allowance for costs relating to other needs incurred on approved duties. For example these may include translation of documents where English is not a Governor's first language.

11.8. Claims

Claim forms for reimbursement of expenses can be obtained from the school's Finance Office.

The Governor must

- Ensure there are two signatures (that of the Governor and either the Chair or Vice Chair of Governors) on the claim form
- Provide receipts to verify entitlement to the claim.
- Affirm that the claim is seems reasonable.
- Forwarding the claim to Finance Office so a reimbursement can be processed and a record can be made of any claims made.

The Finance Office is responsible for keeping a record of all claims so the school can

- a) Exercise budgetary control
- b) Meet its statutory responsibility to publish information about expenditure on any Governors' expenses on the annual financial statements.
- c) To assist when the finances of the school are audited.

Unless substantial sums are involved, Governors **should complete one claim termly and submit it in arrears.**

12 Appendix 10: Electronic Signatures Policy

12.1. Introduction

In order to increase the speed and efficiency of its business processes the school accepts that electronic signatures can be used in place of written signatures. For these electronic signatures to be effective it is important that they fulfil the same

functions as written signatures and provide the appropriate level of authentication to a document.

This policy sets out the functional requirements for electronic signatures and defines the ways acceptable to the school for signing documents electronically.

12.2. Scope and Definitions

An **electronic signature** is data in electronic form which are attached to or logically associated with other electronic data and which serves as a method of authentication. This may include a process using email or a system where a user is authenticated by their network login. It could also be a handwritten signature captured digitally as part of a school process.

1 Definitions are taken from the Electronic Signatures Regulations 2002 SI 2002/318.

12.3. Responsibilities

All staff are responsible for ensuring they act in compliance with this policy, in particular in ensuring the security of their user account. Any member of staff allowing another person to use their account or log in may be subject to school disciplinary action.

12.4. Requirements

12.4.1 Functional requirements

The functional requirements of a signature include:

- confirming originality and authenticity of a document;
- demonstrating a document has not been altered;
- indicating a signer's understanding and/or approval;
- indicating a signer's authorisation;
- identifying the signatory and ensuring non-repudiation of a document.

12.4.2. Cases where an electronic signature is not acceptable

Electronic signatures should not be used in transactions where there is a legal requirement for a written signature or other document where the signature is required to be witnessed.

12.4.3. Scanned image of signature

A scanned image of a handwritten signature can be used as an equivalent to a written signature for purposes where it meets the appropriate functional requirements.

Scanned images of signatures must only be used where permission has been granted by the author and they must be kept securely to prevent unauthorised access and use. Responsibility for the use of a scanned signature remains with the individual

whose signature it is unless the person using the signature is acting maliciously, fraudulently or negligently.

12.4.4 Authorisation by email

An email from an individual user's email address can be used as an equivalent to a written signature for internal purposes where it meets the appropriate functional requirements.

Where a member of staff allows a proxy to have write access to email it is important that the proxy is informed of the limits of his/her authority in the sending of emails on behalf of the member of staff.

Responsibility for authorisations made by email remains with the email account holder unless the proxy is acting maliciously, fraudulently or negligently.